Supporting the Warfighter
Clothing & Textiles Supply Chain

Lisa Marie Vivino
Chief, Field Clothing Division
DLA Troop Support
MISSION:
Sustain Warfighter readiness and lethality by delivering proactive global logistics in peace and war.

VISION:
The Nation’s Combat Logistics Support Agency…global, agile, and innovative; focused on Warfighter First.

WHY:
To serve the Warfighter and our Nation!

PEOPLE AND CULTURE ARE AT THE HEART OF EVERYTHING WE DO
Clothing & Textiles Mission

Provide world-class integrated logistics solutions for clothing, individual equipment and textile items to Warfighters and Emergency Responders in peace and in war; around the clock and around the world.
Clothing & Textiles Supply Chain
Effective and efficient logistical support

Variety of Products:
Boots to Uniforms to Body Armor

Long Term Contracting of
Military-Unique items

- Dress and Field Uniforms
- Field Gear
- Personal Chemical Protective Items
- Body Armor
- Flight Suits
- Ecclesiastical Items
- Tents and Shelters

3PL solutions to meet customers’ logistics challenges
Class II…Clothing & Textiles

Customers & Items
- Customers: 12,000
- Orders: 4.6M annually
- Items: 74,000 NIINs

The Big Picture

Sales
- FY13: $1.8
- FY14: $1.8
- FY15: $1.6
- FY16: $1.7
- FY17: $1.8

FY18 Forecast $1.846B

Inventory
- FY13: $1.2
- FY14: $1.1
- FY15: $1.2
- FY16: $1.5
- FY17: $1.3

Employees (FY17 Actual):
- 327 civilian
- + 7 military

Suppliers: 300

Personnel & Vendors
## FY16-18 Clothing & Textiles Obligations

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16 Actual (millions)</th>
<th>FY17 Actual (millions)</th>
<th>FY18 Actual (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dress Clothing</td>
<td>$200</td>
<td>$190</td>
<td>$170</td>
</tr>
<tr>
<td>Field Clothing</td>
<td>$635</td>
<td>$640</td>
<td>$610</td>
</tr>
<tr>
<td>Organizational Clothing</td>
<td>$265</td>
<td>$350</td>
<td>$370</td>
</tr>
<tr>
<td>Individual Equipment</td>
<td>$305</td>
<td>$330</td>
<td>$380</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$1,405</strong></td>
<td><strong>$1,510</strong></td>
<td><strong>$1,530</strong></td>
</tr>
</tbody>
</table>

Spending has increased over three consecutive years.
Clothing & Textiles... A Unique Supply Chain

**Sized items**
- Combat boot... 140 sizes
- Airman Battle Uniform (ABU)... 155 sizes
- Men’s Army dress coat... 65 sizes

**Focus on Customers**
- Agencies
  - Army
  - Navy
  - Air Force
  - Marine Corps
  - Coast Guard
- Offices
  - AAFES, NEXCOM, MCEXC
  - Recruit Centers
  - Central Issue Facilities
  - National Guard / Reserves

**Military unique**
- Simple garments to complex protective clothing (combat helmet, chem suit)
- Service driven requirements

**Focus on Industry**
- Domestic manufactures
  - Usually small business
  - Berry Amendment
- Mandatory sources
  - National Institute of the Blind (NIB)
  - Source America
  - Federal Prison Industries (UNICOR)
- Other business considerations
  - Women-owned
  - Veteran-owned
  - HUB zone
- Characteristics
  - Driven to support the customer

**BLUF:** Class II is a complex supply chain
Clothing & Textiles Sales

FY17 Service Breakout

<table>
<thead>
<tr>
<th>Service</th>
<th>Sales</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>$460.0M</td>
<td>46%</td>
</tr>
<tr>
<td>Air Force</td>
<td>$140.2M</td>
<td>11%</td>
</tr>
<tr>
<td>Navy</td>
<td>$50.6M</td>
<td>10%</td>
</tr>
<tr>
<td>Marine Corps</td>
<td>$33.6M</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>$36.0M</td>
<td>25%</td>
</tr>
</tbody>
</table>

Other:

<table>
<thead>
<tr>
<th>Category</th>
<th>Sales</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast Guard</td>
<td>$10.8M</td>
<td>1.0%</td>
</tr>
<tr>
<td>FMS</td>
<td>$251.9M</td>
<td>14%</td>
</tr>
<tr>
<td>Other DoD Fed</td>
<td>$133.0M</td>
<td>8%</td>
</tr>
<tr>
<td>Non DoD Fed</td>
<td>$35.1M</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>$9.0M</td>
<td>1%</td>
</tr>
</tbody>
</table>
Uniform Transition

2003 MCCUU
- First unique design
- Woodland and Desert patterns
- Permethrin added Apr 2007

2005 ACU
- Mandatory wear date May 2008
- FR Version 2009
- Permethrin added 2010

2010 OEF-CP
- Approved for Afghanistan

2014 OCP
- Initial procurements started to outfit all Soldiers
- Military Clothing Stores 1 Jul 15
- Recruit Training Centers 1 Jan 16

2006 ABU
- Rolled out 2007

2011 RABU
- LW uniform introduced

2018 OCP Transition
- Begins 1 Oct 18

2007 NWU Type I
- CNO approved Feb 2006

2011 NWU Type II / III
- Type II (desert) approved for Navy Special Warfare only
- Type III (woodland) approved for Navy Deployers
Standardization of Utility Uniforms

Purpose

• Evaluation of the common items on the Utility Uniform Coat/Blouse and Trousers

• C&T has requested funding from DLA Headquarters to fund a research study to identify the key combat/utility design elements

• Material, component, construction, testing requirements and processes that could benefit from improved joint collaboration and commonality among the Services and DLA.

Why????

• Improved Production
  – Increased automation
  – Lower lead times
  – Increased quality

• Possibility to change/improve procurement process

• Leverage Production

Goal

• Cost savings to our customers
  – Efficiency
  – Economies of Scale
  – Automation
  – Leverage on deliveries
DLA Instrumental Shade Pilot Project

• Sponsored by DLA MUST (Military Unique Sustainment Technology)
• Administered by LMI
• DLA Product Test Center participated
• Small Scale Pilot:
  – September 2016 - March 2017
  – 4 items studied, 4 mills participated
• Large Scale Pilot:
  – August 2017 - May 2018
  – 16 items studied, 8 mills participated
• No contracts were modified
• Acceptance criteria were unchanged
• Participation from mills was voluntary
• Prime contractors were included in kickoff events for situational awareness
Data Collection Flow

- Mill cuts 3 swatches per roll (A, B, C) per sampling plan, or 100% acceptance
- Swatch A retained by Mill
- Swatch B submitted to DLA PTC
- Shade Lab conducts visual assessment and provides results/comments to LMI
- Properly labeled Swatch C and .qtx file sent to LMI
- LMI reads Swatch C
- LMI uploads .qtx files to ColorWarehouse Software
- ColorWarehouse
- Data Analyses

- RFW submitted for visual failure
- DLA C&T reports of waiver decision:
  A) Acceptable Shade
  B) Unacceptable Shade
  C) Accepted under duress (unacceptable)
- LMI enters results into Color Warehouse
Pilot Summary

- The digital shade assessment of samples to the digitized physical reference was successful with all participating mills.
- The study indicated it is possible to gain transparency into mill digital shade variation results using a systematic approach.
- For shade consistency it is important to note that when a mill measures on the same spectrophotometer for shade assessment instrument correlation is not a concern.
- The mills demonstrated the ability to manufacture to an acceptable DEcmc color difference
  - Some shade samples did show unacceptable variation and would have been rejected using shade acceptability limits
- Shade sorting by fabric mills or the garment factory is still required to prevent shaded garments especially on shade critical items
Pilot Study - Next Steps

Collaborate with Services
  What implementation strategy makes sense given the capabilities and constraints?
  Which items should be included?

Formalize Implementation Procedures and Methods
  Data Collection
  Data Communication
  Data Analysis
Berry Amendment

- 10 U.S.C. 2533a requires the DoD to procure domestic products and goods
- Applies to clothing, fabrics, fibers and yarns, tents, tarpaulins, covers, individual equipment items
- All material must be domestically sourced; all processing & manufacturing must be performed in the United States
- Applies to all purchases over the simplified acquisition threshold
- Applies to both end items and components
  - “Component” means any item supplied to the Government as part of an end product or of another component
- Implemented through contract clause 252.225-7012, Preference for Certain Domestic Commodities
- DoD IG Berry Compliance Report
Berry Amendment and the Domestic Industry

- US DoD must buy C&T items from domestic sources including all components and processes
- In existence in some form since 1941 - permanent by Public Law 103-139 in 1994


U.S. Apparel-Textile Imports - 1990-2014

Source - Office of Textiles and Apparel (OTEXA), U.S. Department of Commerce
Whole of Government


• Recommendation: Maximize U.S. manufacturing and WoG savings by consolidating C&T under DoD
  – A policy decision by OMB or POTUS
  – Berry Amendment will apply to all agencies by default

• Savings/cost avoidance follows full implementation of solution across whole of government

• Industry and DLA actions in support of Whole of Government
• COTS program – Commercial Shelter Systems
• FY18 year-to-date obligations: $40M
• New opportunity – SPE1C1-18-R-0003
  – Standing solicitation through 22 March 2022
  – Firm Fixed Price Indefinite Delivery Type Contract, base term + 3 options
  – Ability to add and delete items over life of the contract
  – Initial Closing: 14 May 2018 then every 30 days thereafter
  – All requirements competed among all contract holders as Brand Name or Equal
• For more information on this procurement and/or tents & shelters, contact:
  – Ryan Perna, Acquisition Specialist, 215-737-7197
  – Lou Anne Graham, Team Lead, 215-737-7948
Joint Advanced Planning Brief for Industry

- What: C&T & all military service clothing program offices brief industry on upcoming requirements & items in development
- When: November 28-29, 2018
- Where: Cherry Hill, NJ (Crowne Plaza Cherry Hill)
- More information:
  
How You Can Help

- Communicate
- Engage
- Innovate
- Perform

How Can We Help You?
How You Can Help

Innovate through the Value Engineering Program

- Aims to achieve essential functions at the lowest costs consistent with needed performance, safety, reliability, quality and maintainability. Value management is achieved by analyzing the functional requirements of systems, equipment, facilities, procedures and supplies.

- Clothing & Textiles VE savings are the result of changes offered by our valued contractors and those submitted by supply chain personnel. Contractors submit value engineering change proposals (VECPs) which recommend cost savings changes to their contracts. Government personnel submit value engineering proposals (VEPs) which recommend cost savings changes to DLA Troop Support systems, equipment, facilities, procedures and supplies. The changes cover a wide area and include commercialization, packaging, packing, labeling, transportation, warehousing, quality assurance and processing.

- If you have a current contract with Clothing and Textiles and have any ideas on how to reduce the acquisition cost of the contract item without sacrificing function or quality, we invite you to participate in our Value Management program by submitting a Value Engineering Change Proposal. Your successful participation results in royalty payments to your company and helps us to offer competitive prices to our military and civilian customers, so it's a "win-win" situation for everybody.
How You Can Help

Performance is critical to vendor and government success

• Past performance is a central element when we evaluate companies and proposals to determine which ones will be awarded contracts. Knowledge and awareness of how past performance is evaluated are critical to successful proposals to perform government work

• Defining past performance is a critical evaluation factor that reviews a contractor’s actions under previously awarded contracts. Past performance focuses on timeliness of delivery, quality of products received, and overall management of previous contracts and/or programs

• Past Performance Information Retrieval System is the collection and retention site of contractor past performance information
Questions?